



# **HEAD START**

## **2024 ANNUAL REPORT**



[BOSTONABCD.ORG](https://BOSTONABCD.ORG)







# WORKING TOWARDS A BETTER FUTURE TOGETHER.

2024 was an important year for ABCD Head Start & Children’s Services, as we wrapped up the final year of our five year strategic plan and project period. In 2019, we set out to accomplish the following goals:

- Model a workplace culture that supports the retention of qualified and skilled staff in order to operate a high quality Head Start/Early Head Start program
- Engage in a collaborative effort to analyze environmental and instructional health and safety practices to ensure facilities and programming meet the needs of individual communities
- Enhance the quality and types of family engagement opportunities in order to achieve stronger relationships between staff and families

While the 2019-2024 cycle was one of great uncertainty and many challenges, it was also a period of growth and renewal at Head Start. We invested in compensation increases and workplace wellness initiatives to address the ongoing workforce shortages, making much headway. Children, families, staff and community came together during a challenging time and ensured the health and safety of everyone. Finally, we reaffirmed what it is to be part of the Head Start community through innovative changes to our approaches to family engagement.







# WHO WE ARE

Since 1965 ABCD Head Start & Children’s Services has served tens of thousands of children and families in Boston and the Mystic Valley area, offering comprehensive education, health, dental, nutrition and related services for children from birth to age five, as well as for pregnant mothers. Parent participation is a cornerstone of the program, with families taking an active role in their child’s education, volunteering in the program, engaging in program governance and partnering with staff to work towards their goals.

In the 2023-2024 program year ABCD Head Start centers, along with our partner programs (Boston Chinatown Neighborhood Center, Horizons for Homeless Children, Infants and Other People, John F. Kennedy Family Service Center and Nurtury) have a cumulative funded enrollment of 2,052. Together, we represent 27 centers, inclusive of 2 family child care programs, dedicated to providing services to pregnant women, children birth through age five, and their families.

## Funded Enrollment

EARLY  
HEAD START

406

HEAD START

1646

TOTAL  
**2052**

## Cumulative Enrollment

EARLY  
HEAD START

456

HEAD START

1685

TOTAL  
**2141**



## Our Mission

ABCD Head Start & Children’s Services, a family development program, is committed to providing opportunities and services to eligible children and families of Boston and the Mystic Valley area. We support them with school readiness, self-sufficiency and success in life.



# ABCD Leadership

## ABCD SENIOR STAFF

Sharon Scott-Chandler, Esq.  
*President and CEO*

Flossy Calderón  
*Vice President, ABCD Head Start & Children's Services*

## BOARD OFFICERS

Sean K. Daughtry, *Chair*

Candice Caines-Francis, *First Vice Chair*

Yvonne Jones, *Vice Chair*

Marie Greig, *Vice Chair*

James Owens, Jr, *Vice Chair*

Patricia Washington, *Treasurer*

Julia Hardy Cofield, Esq., *Clerk*

Jennifer Williams, Esq., *Assistant Clerk*



## Leadership and Governance: ABCD HEAD START POLICY COUNCIL

Parents are an integral part of program planning and governance. Parents participate in meetings, committees and groups at the center and citywide level. Family feedback and expertise is critical to the foundation and success of the program. Many parents serve as members of the Parent Policy Council. Policy Council members are responsible for the direction of the ABCD Head Start & Children's Services.

### ABCD HEAD START POLICY COUNCIL MEMBERS

**CHAIRPERSON**  
Jessica Frazier, *Harrison Ave*

**VICE CHAIRPERSON**  
Chanel Denbow, *Everett*

**SECRETARY**  
Kimberly Galindo, *South Boston*

**TREASURER/Representative  
to the ABCD Board of Directors**  
Carmen Rondash, *JFK Family Service Center*



# SERVICE HIGHLIGHTS

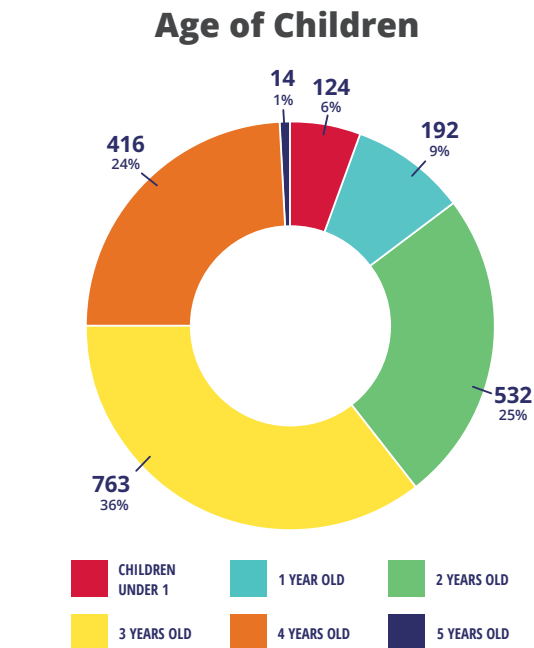
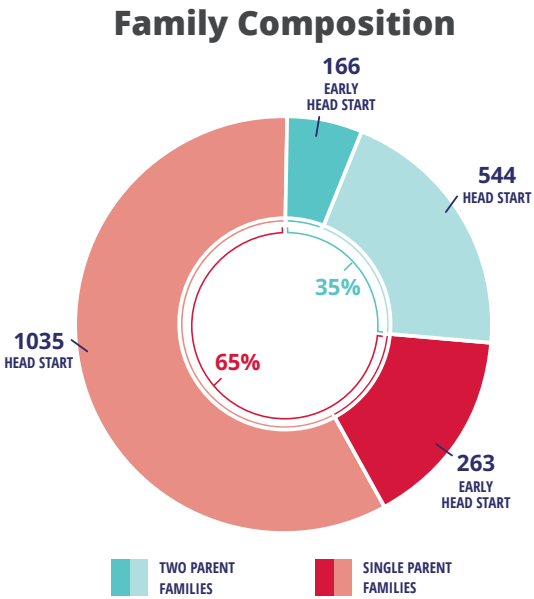
## CHILDREN & FAMILIES

Total Number of Families  
**2008**

Total Number of Children  
**2141**

**Family Engagement**

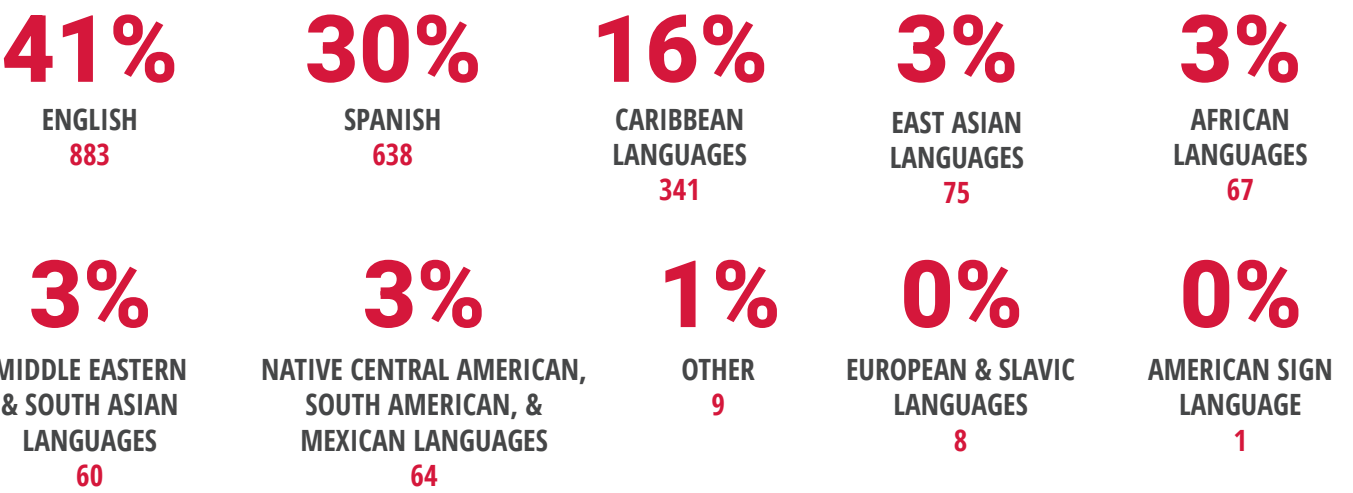
ABCD Head Start & Early Head Start features intensive parent engagement in all aspects of the program and comprehensive services. Caregivers have many opportunities to assist in program planning, design, and evaluation through the year through Parent Committees and Parent Policy Council. Parents also bridge the home to school connection by volunteering in the classroom and extending their child’s learning environment into their homes. During the 2024 school year, 8,316 volunteer hours were recorded and 1,624 volunteer opportunities were completed. Opportunities included monthly parent coffee hours, parent breakfasts & lunches with their child, attending information sessions and committee meetings, volunteering as classroom assistants, and participating in program governance.



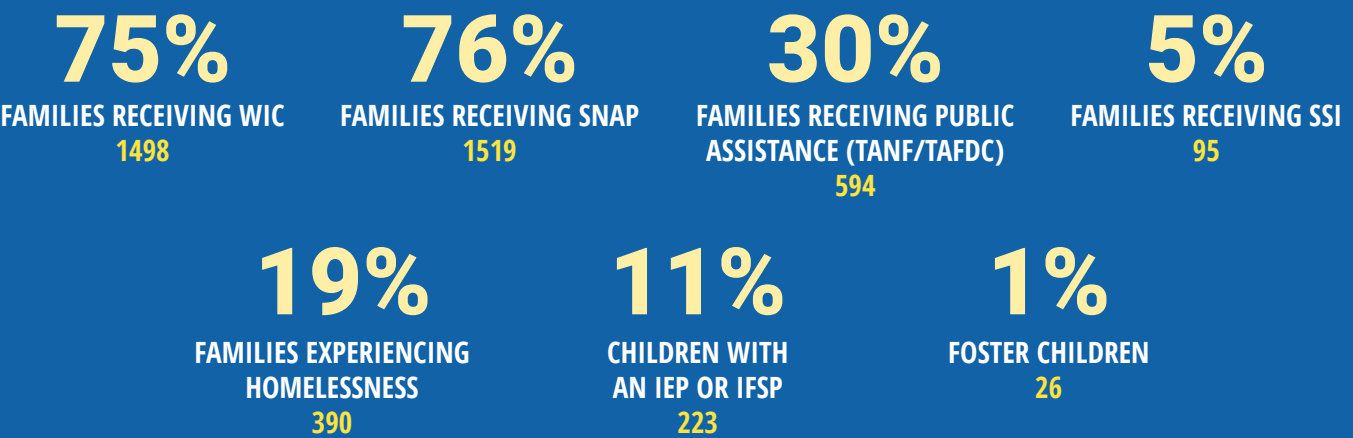
## Race and Ethnicity of Children

	ASIAN	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	WHITE	BI-RACIAL/ MULTI-RACIAL	OTHER	UNSPECIFIED
NON-HISPANIC OR NON-LATINO ORIGIN	97	878	0	94	51	26	0
HISPANIC OR LATINO ORIGIN	0	84	2	40	134	735	5

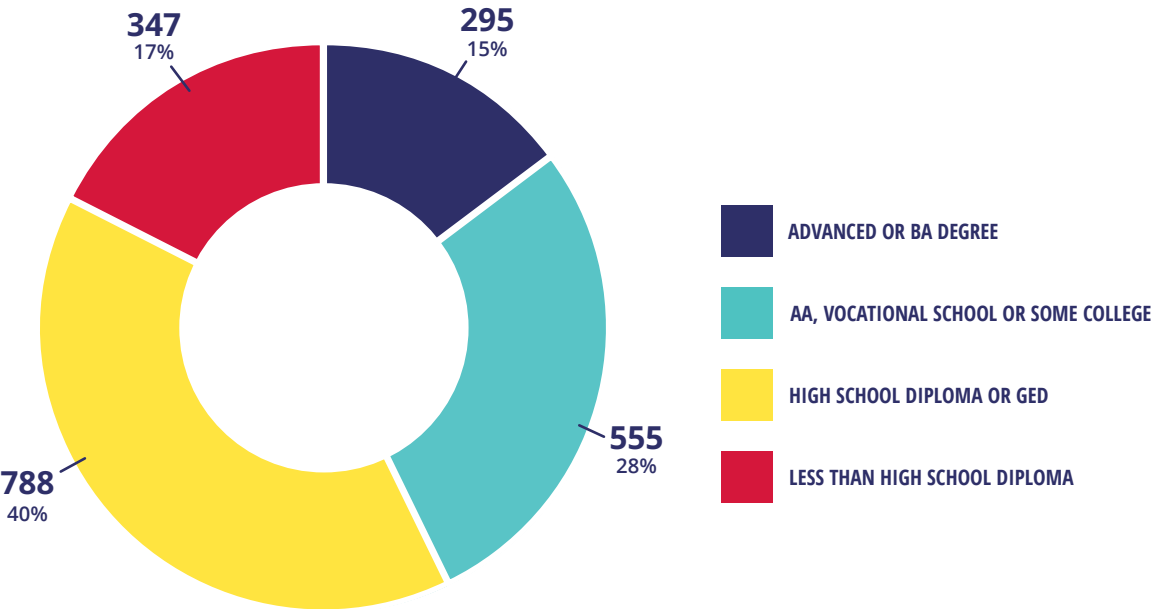
## Primary Language of Children



## Family Needs



Parent/Guardian Education Level



Family Services Rendered

CLOTHING	1183	EDUCATION ON NUTRITION	67
PARENTING EDUCATION	584	ASSISTANCE IN ENROLLING INTO AN EDUCATION OR JOB TRAINING PROGRAM	173
HOLIDAY ASSISTANCE	785	HOUSING ASSISTANCE (e.g., subsidies, utilities, repairs)	178
EMERGENCY/CRISIS INTERVENTION (e.g., meeting immediate needs for food, clothing, or shelter)	754	ASSET BUILDING SERVICES (e.g., financial education, debt counseling)	61
COMMUNITY INVOLVEMENT	1084	ENGLISH AS A SECOND LANGUAGE (ESL) TRAINING	40
PARENT INVOLVEMENT IN HEAD START	1134	RESEARCH-BASED PARENTING CURRICULUM	50
MENTAL HEALTH SERVICES	996		

Family Employment Status at End of Enrollment



Health

98%  
OF CHILDREN WITH HEALTH INSURANCE AT END OF ENROLLMENT  
2092

98%  
OF CHILDREN WITH A MEDICAL HOME  
2096

84%  
OF CHILDREN WITH A DENTAL HOME  
1789

17%  
OF CHILDREN WITH A CHRONIC CONDITION  
373

ABCD Head Start understands the critical link between a child’s well-being and their ability to learn. That is why the health of those enrolled is prioritized and children are provided nutritional, health, and dental services. In the 2024 school year, 98% of those enrolled came from a medical home and had insurance at the end of enrollment. The number of children with a dental home was 84% and a total of 1,297 dental exams were received through services or the child’s dental home.



School Readiness

The agency’s efforts to prepare children for kindergarten and school readiness are at the core of our educational philosophy. Through instruction and ongoing screening and assessment utilizing the Ages and Stages Questionnaires, Creative Curriculum or Focus on Pre-K Curriculum, and the corresponding Teaching Strategies Gold (TSG) assessment system staff observe, document, and record children’s progress in essential learning domains. Education is individualized to each child’s needs, and children with special learning considerations are supported by staff in many capacities.

Parents are engaged in every aspect of their child’s education through screening, home visits, parent-teacher conferences, and progress reports held at quarterly intervals.

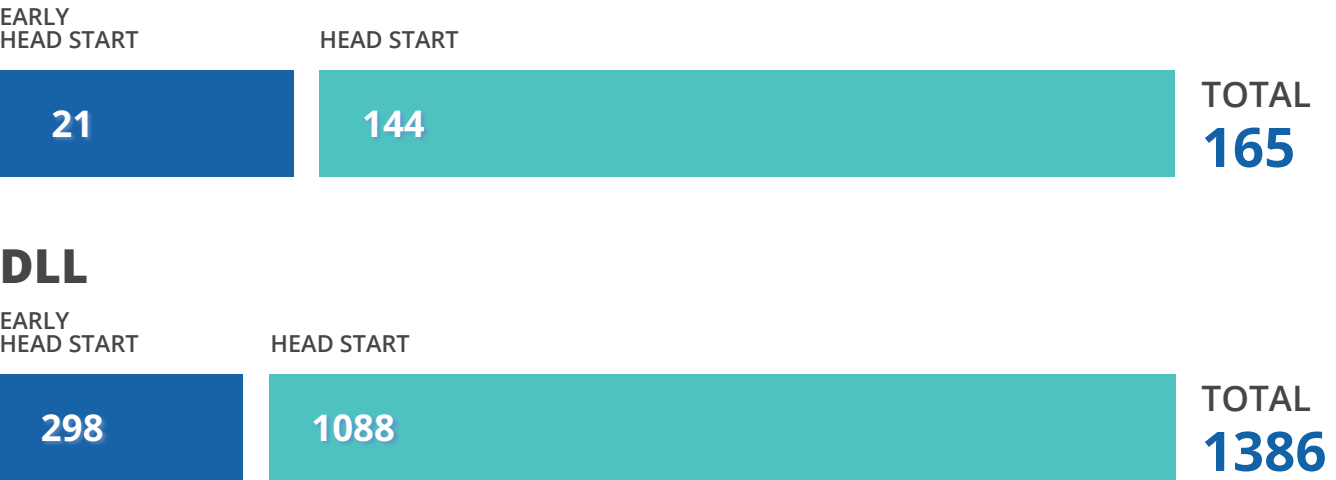
Aggregate percentage of children in EHS and HS who were meeting or exceeding developmental expectations at each checkpoint in 2023-2024:

DOMAIN	FALL	WINTER	SPRING
SOCIAL-EMOTIONAL	58%	72%	79%
PHYSICAL	62%	76%	80%
LANGUAGE	52%	64%	72%
Cognitive	59%	70%	73%
Literacy	52%	63%	67%
Mathematics	49%	64%	74%



Transitions into and out of all program options are carefully planned and executed to ensure that children, families, staff and where applicable, receiving programs or schools, are fully prepared to be successful and thrive in their next educational setting, including Kindergarten. Family Advocates work closely with all families during the transition out of Head Start to ensure they are active participants in the process and are fully informed about the child care and educational setting options available to them that best meet their needs.

Supporting transitions between programs



# WORKFORCE

## STAFF DEMOGRAPHICS

**Workforce**

ABCD Head Start & Children’s Services workforce is passionate, resilient and dedicated to serving children and families. In 2024 we addressed the multi-year workforce shortage by investing in higher staff compensation, workplace wellness initiatives and encouraging professional growth. These ongoing efforts resulted in a positive increase in retention of staff (a five year high!), as well as increased instances of staff promotion within the department.

Total Number of Educators **230**

Education Staff That Received Intensive Coaching

**94**

Total Number of Teaching Assistants

**59**

### Number of Teachers

EARLY HEAD START

90

HEAD START

140

TOTAL **230**

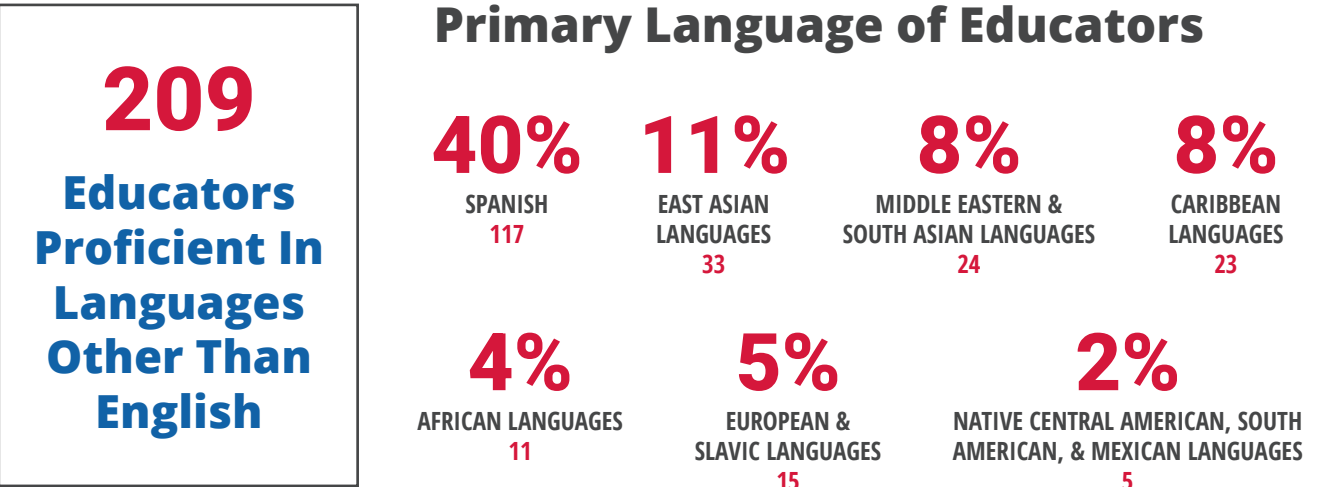
### Number of Teacher Assistants

HEAD START

59

TOTAL **59**

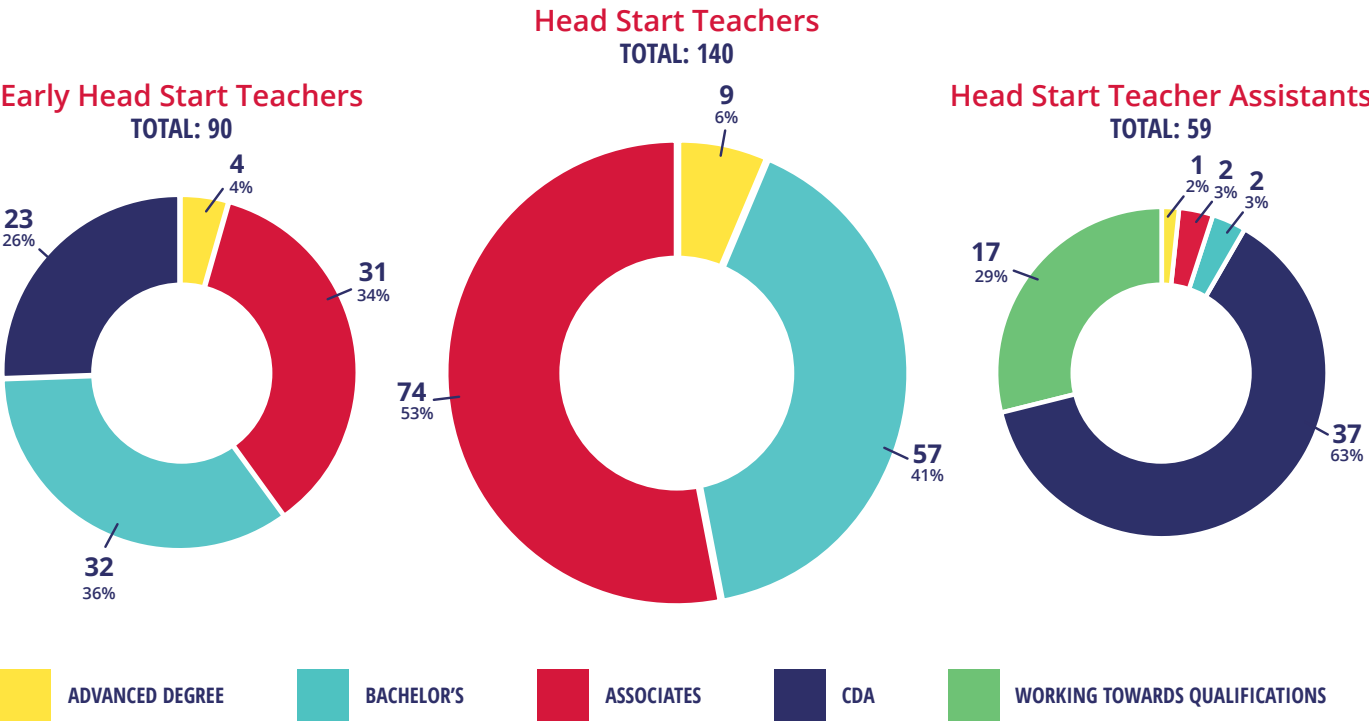
## Primary Language of Educators



## Race and Ethnicity of Educators

	ASIAN	BLACK OR AFRICAN AMERICAN	WHITE	BI-RACIAL/ MULTI-RACIAL	OTHER	UNSPECIFIED
NON-HISPANIC OR NON-LATINO ORIGIN	39	86	37	4	3	0
HISPANIC OR LATINO ORIGIN	0	10	22	7	76	5

## Educator Qualifications





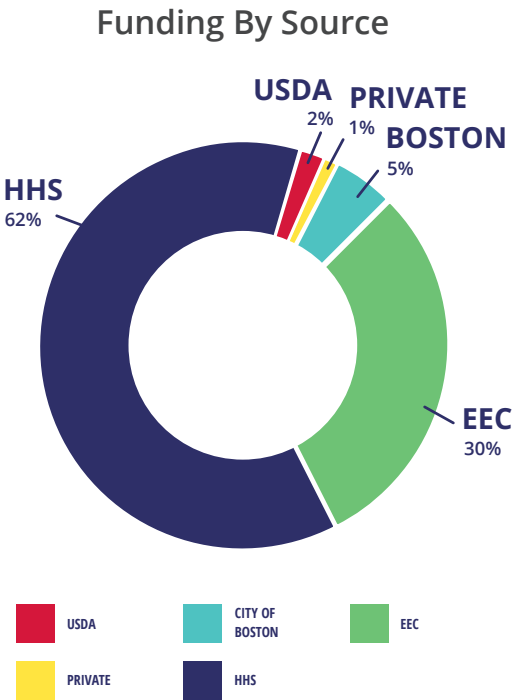


# BUDGET EXPENDITURES AND PROPOSED BUDGET

## FY24 BUDGET

In 2024, ABCD’s Head Start program was awarded nearly \$65 million in public funding, primarily through the Office of Head Start (Department of Health and Human Services). Additional funding was received from the Department of Early Education and Care (EEC), the United States Department of Agriculture (USDA), and the City of Boston via the Office of Early Childhood and Boston Public Schools. The program also received \$462,737 through two small private grants. The privately funded grants cover a period that does not align with the organization’s FY24 fiscal year; however, the full grant amounts are presented in total below, which cover multiple fiscal years. These grants are time-limited, and support two projects; one utilized to award one-time staff bonuses (Wellington Management Foundation), the other supporting a clinical intervention for caregivers (Brown University, Boston Medical Center).

FUNDER	AWARD AMOUNT	PERCENTAGE
HHS	\$40,597,903.00	63%
EEC	\$19,721,989.29	30%
CITY OF BOSTON	\$2,996,280.00	5%
USDA	\$1,199,104.23	2%
PRIVATE	\$462,737.00	1%





The budget for ABCD Head Start & Early Head Start FY2024 was created in accordance with the expense categories designated in Head Start Enterprise System (HSES). The broad category headers are defined below with additional sub-categories identified in the table.

PERSONNEL

Personnel costs include the gross salaries of all budgeted staff positions, including those that are currently filled and those that have not yet been hired. This allows for turnover and hiring during the school year. The agency budgets salary increases and cost of living adjustments (COLA).

FRINGE

The average fringe benefit rate is calculated by the agency at 39.5%. Items included in the fringe calculation are listed below.

CONTRACTUAL

Head Start & Early Head Start partners with vendors to provide administrative, health, and educational services. Administrative services include tax services and legal consultants. An annual financial audit of the agency is completed by KPMG, LLP with a proportional share of the cost being paid by Head Start. Other services include our partnership agreements with child care providers. Those partners include: Horizons for Homeless Children , Infants and Other People, Nurtury, Boston Chinatown Neighborhood Center, and the John F. Kennedy Family Service Center.

ABCD FRINGE CATEGORY	PERCENTAGE
FICA-EMPLOYERS SHARE	7.65%
WORKER'S COMP INSURANCE	0.6%
GROUP INSURANCE	21.85%
MASS HEALTH INSURANCE	0.2%
GROUP PENSION	6.3%
UNEMPLOYMENT COSTS	2.9%
TOTAL	39.5%



OTHER

This broad category captures most items associated with facility management. The subcategories include depreciation, rent, utilities, insurance, maintenance and repairs, local travel, nutritional services, volunteers, and professional development.

SUPPLIES

Supplies are purchased through approved vendors selected in accordance with Uniform Guidance Procurement Standards and ABCD’s Procurement policies. Expenses are designated as office supplies, supporting office administration. Child & Family Service supplies consist of items that support socialization and education in the classroom, such as books, toys, and arts & crafts materials. Food Services supplies include items such as plates, cutlery, and other kitchen supplies. Other supplies cover items costing between \$300- \$5,000 that include but are not limited to computers, laptops, tablets, and kitchen equipment.

TRAVEL

Staff Out of Town Travel costs are budgeted for staff to travel to relevant conferences, such as national and regional conferences for additional training. Travel is inclusive of per diem costs, accommodations, airfare, and ground transportation. ABCD utilizes the GSA rates by location to inform per diem costs and mileage reimbursement.

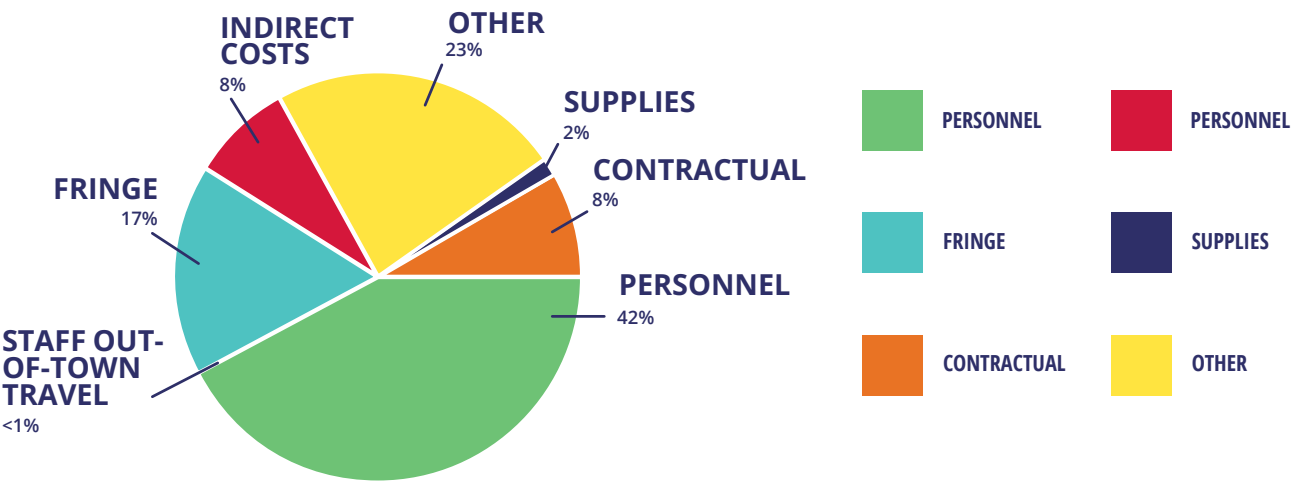
INDIRECT COST

The indirect costs rate is based on ABCD Head Start’s negotiated rate of 8.8% of all direct costs.





BUDGET COST CATEGORY	TOTAL FUNDING
PERSONNEL	\$16,381,721
Child Health and Development	\$11,856,513
Family and Community Partnership	\$3,405,355
Program Design and Management	\$1,119,853
FRINGE	\$6,470,781
(FICA), State Disability, (FUTA), Worker's Compensation, (SUI)	\$1,826,563
Health / Dental / Life Insurance	\$3,612,170
Retirement	\$1,032,048
CONTRACTUAL	\$3,161,719
Administrative Services (e.g., Legal, Acct.)	\$91,596
Child Transportation Services	\$56,402
Other Contracts: Partner Contracts	\$3,013,721
OTHER	\$8,971,311
Depreciation / Use Allowance	\$1,314,077
Rent	\$3,108,010
Utilities, Telephone	\$1,510,090
Building and Child Liability Insurance	\$223,814
Building Maintenance / Repair and Other Occupancy	\$1,871,678
Local Travel	\$9,565
Nutrition Services	\$289,067
Volunteers	\$51,225
Parent Services	\$67,760
Publications / Advertising / Printing	\$75,390
Training or Staff Development	\$413,685
Other: Dues & Memberships	\$35,638
SUPPLIES	\$607,992
Office Supplies	\$111,599
Child and Family Services Supplies	\$368,203
Food Services Supplies	\$500
Other Supplies	\$127,690
STAFF OUT-OF-TOWN TRAVEL	\$11,021
INDIRECT COSTS	\$3,133,200
Totals	\$38,737,745



During the period of September 1, 2023, to August 31, 2024, ABCD received funding from the Office of Head Start for 2,052 enrollment slots, with 406 designated for Early Head Start and 1,646 for Head Start. Actual cumulative enrollment reached 456 children in Early Head Start and 1,685 in Head Start, representing 2,008 families in the Greater Boston and Mystic Valley area. Across ABCD’s 27 sites and 123 classrooms, the average monthly enrollment was 75% for Early Head Start and 85% for Head Start, resulting in a 72% combined average. Addressing this under-enrollment, ABCD formed an enrollment committee and successfully achieved the 97% enrollment target by the winter of the 2025 school year. Current efforts are focused on monitoring and sustaining this 97% enrollment level throughout the remainder of the 2025 school year.

### Funded Enrollment



### Cumulative Enrollment



### Average Monthly Enrollment

75%

EARLY HEAD START

85%

HEAD START

72%

COMBINED



# LETTER FROM THE DIRECTOR



This year ABCD Head Start & Children's Services completed our five year project period that began in 2019. 2024 gave us an opportunity to reflect on the past while simultaneously looking towards the future. Together with our agency leadership, Head Start Central office staff, program leadership and all who work directly with children and families, we have accomplished many amazing feats under challenging circumstances. We have partnered with families, community members, services providers, higher education institutions, and other stakeholders to ensure that our community has access to quality resources and services they need to thrive. We continue to invest in our workforce, who dedicate each day to the mission and values of Head Start. Many innovative programs, initiatives and endeavors have helped our Head

Start community grow stronger over the past five years, and it has been my pleasure to lead these efforts.

As we look to the future, our team will continue to work collaboratively towards our goals. Through an extensive process including all stakeholders, we have identified core areas of growth through 2029: enhancing program environments to support the social-emotional and developmental needs of children, as well as the mental wellness needs of families and staff; engaging parents in meaningful partnerships, connections, and resources, envisioning our professional development efforts, and continuing to build a workplace environment that attracts and retains highly qualified staff. I look forward to working with each of you to build this brighter future!

Sincerely,

A handwritten signature in black ink that reads "Flossy".

**Flossy Calderón**  
*Vice President, ABCD Head Start & Children's Services*







**HEAD START &  
CHILDREN'S SERVICES**

178 Tremont Street, Boston MA 02111 | [bostonheadstart.org](http://bostonheadstart.org)